

COMMENTS ON INSTRUCTOR HANDBOOK

Intelligence Production Faculty

Is the time, effort, and money for this project worthwhile to the CIA training? I believe the amount of printed material on all these general areas, both Agency and non-Agency, are more than adequate (entirely aside from their value or lack of value).

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It is impossible to judge the subject matter areas for the Handbook without knowing what its purpose is.

Is it intended

- to publicize OTR to other components?
- to recruit instructors?
- to orient experienced instructors? yes
- to train inexperienced instructors? yes

Purpose was explained at 1st meeting.

Who is to read the Handbook?

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Will #10 cover Evaluation Report Form? yes

Needs something on what material should be sent to Vital Records? Good idea!

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I find it hard to evaluate the appropriateness of the 20 "items" when listed separately in this way. Could we have agreement first on a few larger areas? The "Instructor Training Manual" used by the Command and General Staff College at Fort Leavenworth, for example, is arranged into a foreword, Part I Orientation, Part II Selection, organization, and preparation of learning material, Part III (the) Direction of learning activities (the lecture, demonstration, conference, etc.), and Part IV Evaluation. Is this going to be the general scope? If so, we can begin to judge the appropriateness of some of the 20 items. I think it would be a mistake

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to settle on details before we know how we're going to be putting the end-product together. This is another way of asking the question Fran has raised, "Why do this?" I'm assuming we're preparing a manual for the "instructor" who neither knows anything about OTR nor about teaching adults. Or should we assume that every new instructor has some familiarity with adult teaching -- has taught adults before? One danger in such a manual would be "talking down" to the already experienced. On the other hand, even the best teacher could gain from a thoughtful reappraisal of teaching methods, and if the manual could be pitched at this level, it might be helpful at a variety of levels. Who are we shooting for? ALL new instructors? *good!*

I do have a couple of comments on content, however. I don't see any reference to a bibliography on training problems or areas, which might be useful to the more experienced. Also, must we talk self-consciously about the criteria for selection of instructors? Does anyone really know what makes a good instructor? Duties of an instructor also sounds a bit arbitrary: don't these vary? Something about the kinds of demands an instructor might find placed upon him -- the sort of life an OTR instructor leads -- would, in my judgment, be more appropriate.

I think the section on services available to the instructor is excellent. Also, anything that will clear him up at once on the mechanics of his job -- the formats he must abide by, time lags before reporting, course reports, and so on -- should be attached. Perhaps a loose-leaf format would be most practical at first, to facilitate easy up-dating and change.

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No comment.

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